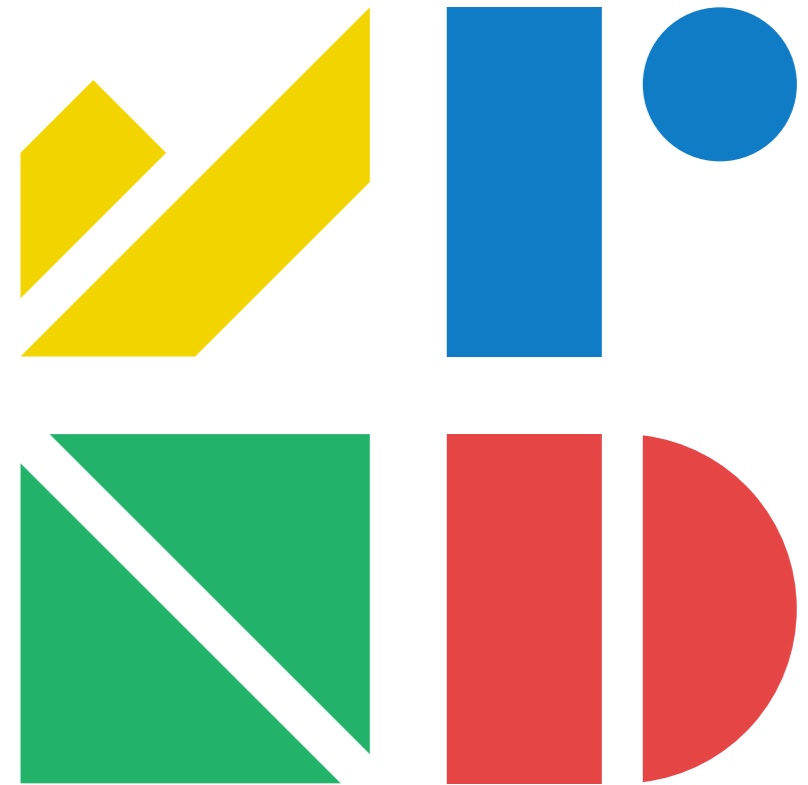


# Transforming Government and Our Future through Design

JAPAN+D Project Team  
March 31st, 2022



# Creating more people-oriented policies

If we could create policies that are more people-friendly, could we not be of greater service to the world? We believe that introducing a "design" approach could be an effective means of achieving this goal.

JAPAN+D began as a team of government officials of all ages and positions led by the Ministry of Economy, Trade, and Industry.

A common challenge we all felt was a distance from the businesses and citizens we served; as the targets of our policies broadened, it became more and more difficult to create dialogue. This led to us becoming unskilled at creating people-friendly policies, exactly as you might imagine when you hear the word "bureaucrat."

We are living in an unpredictable era with

more diversified values, what is sometimes referred to as the VUCA Age. It is precisely because we live in such times that the government must consider and act from the standpoint of citizens and businesses. And through a process of trial and error, we must update our practices of creating, communicating, and delivering policies. By doing so, we believe we might be able to realize a better future for Japan.

Rather than relying on methods that are just extensions of past conventions, we search for new methods and new partners. We will create people-friendly policies by empathizing with the citizens and business that we mean to serve.

To bring this about, we are putting our flag in the sand. JAPAN+D has begun.

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# 1-1. So... what is Design?

## Design is the Act of Empathizing with People

What do you think of when you hear the word "design"? Perhaps making physical things or drawing pictures? In Japan, many people think design means nothing more than arranging colors and shapes. However, this is only one small part of what design means.

In our minds, the power of design is not superficial design, but rather **"empathizing with people and keeping them at the center of everything."** It means empathizing with people and identifying with others thoughts and feelings.

For our administration, design means thinking about and empathizing with the citizens and businesses that are served by the policies we create. Our goal is to **uncover the real issues that people hold deeply in their hearts, and work together with them to create necessary solutions.**



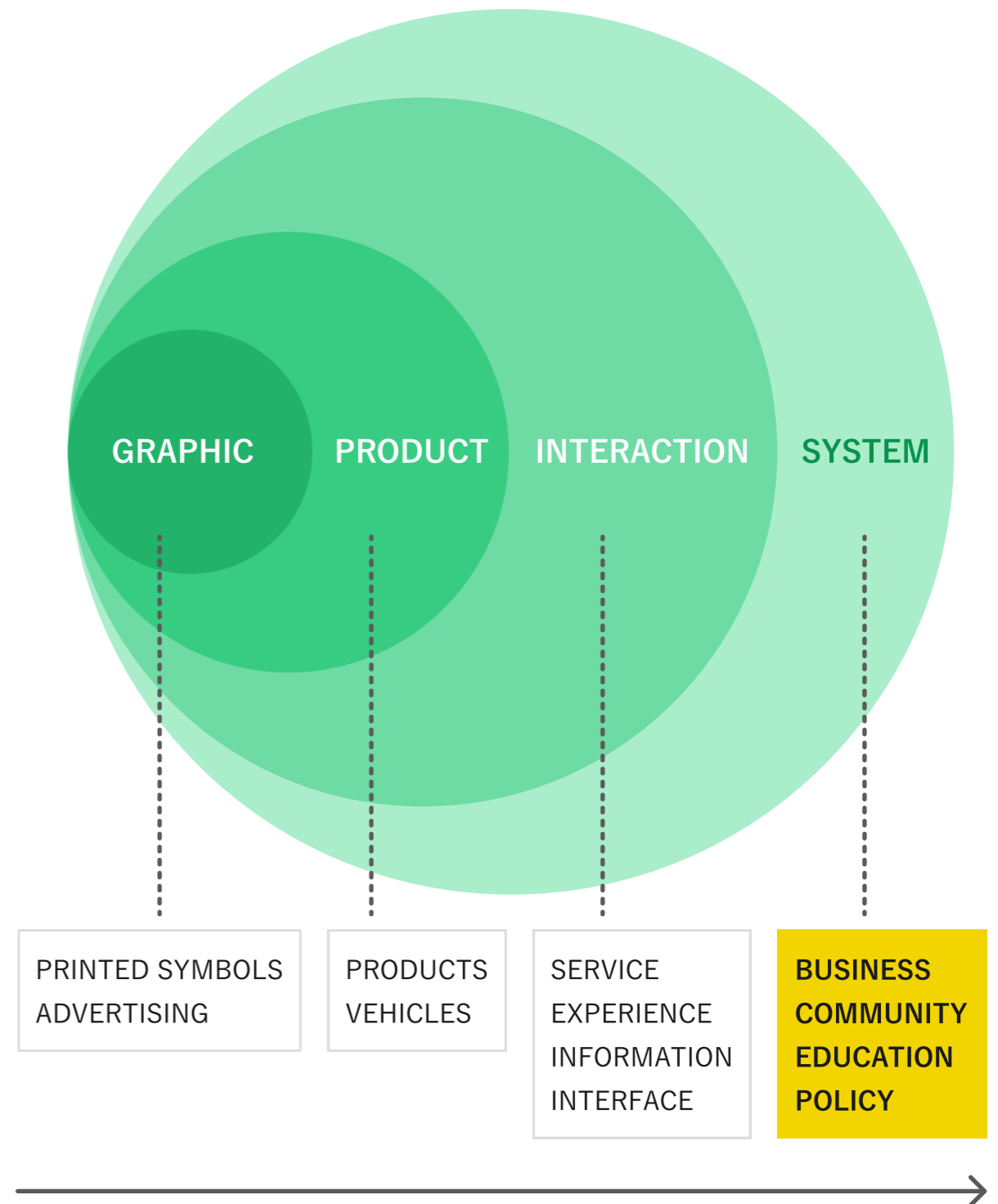
# 1-2. Why does Policy need Design?

## The Fields of Design Expand to All Parts of Society

Design is not limited to products and advertising. Its **scope is expanding to include business, education, community, and government.**

In the age we call VUCA, human values are diversifying and the uncertainties of the future are increasing, making it more difficult for society and business to predict what will happen next. Our policy making is also reaching the limit of what it can solve when we only look to past solutions and conventional ways of thinking.

To realize a better Japan, we must find more empathy with the citizens and companies to whom we deliver our policies. We also need to involve a wide range of partners both inside and outside the government, and constantly expand our thinking with new perspectives and new ideas. We call creating policies through such an approach "**policy design.**" We believe that the time for policy design is now.



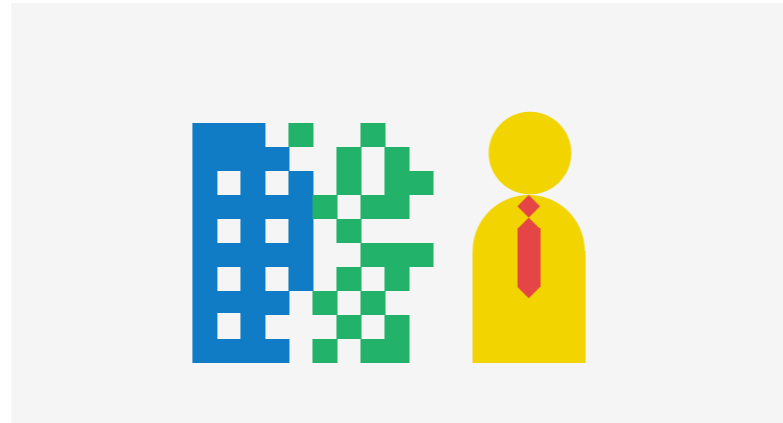
※Based on the Design Framework presented in 1992 by Dr. Richard Buchanan of Carnegie Mellon University

# 1-3. Who does Policy Design serve?

## From Entrepreneurs to Foreign Workers

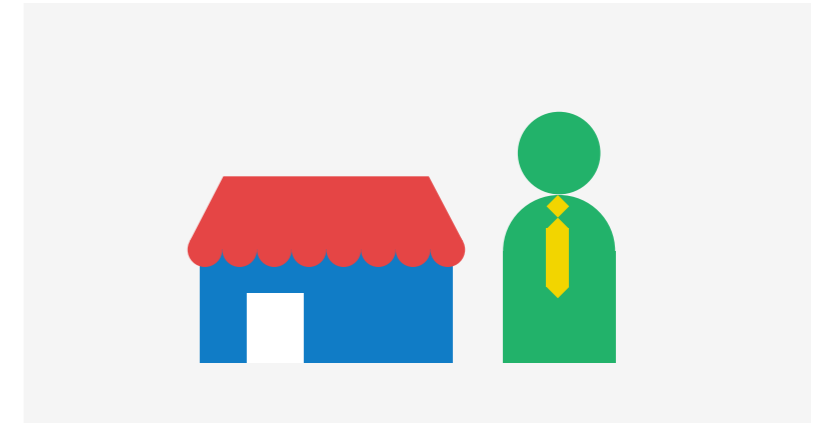
Empathizing with people and their needs is the key to policy design. So who's lives will be improved?

Although the cases listed here are supposed, they are inspired by various similar projects underway around the world, led by specialized organizations that promote a design approach in government to target both citizens and businesses. Each of these projects are characterized by the fact that they try to solve problems from the perspective of each user (the recipient of government services) and consider policies from their point of view, rather than from a disconnected, macro perspective.



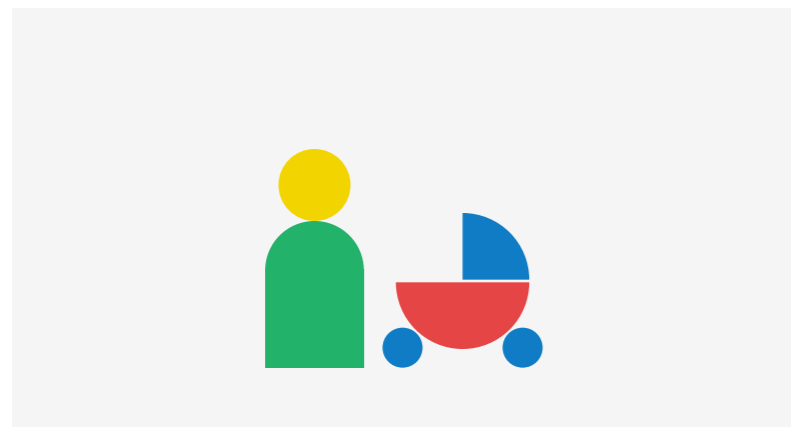
### Executives Promoting DX

Provides matching services for executives promoting DX (Digital Transformation), connecting them with the most suitable businesses to meet their needs.



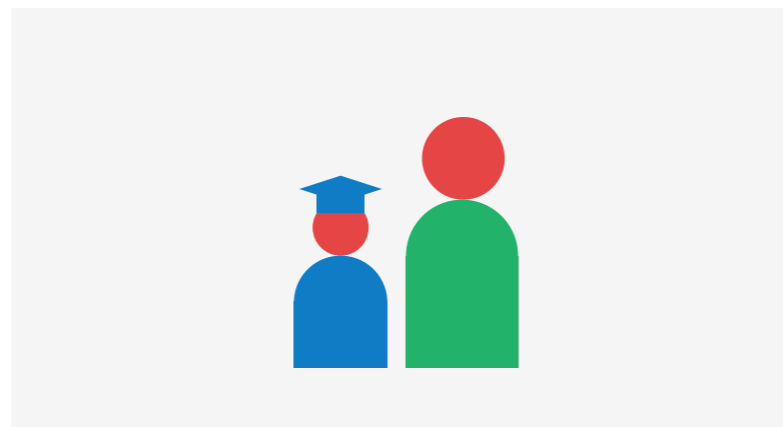
### Small Business Owners Struggling with Business Succession

Provides matching services that connect small and medium-sized business owners with M&A advisors, tax accountants, lawyers, and other professionals.



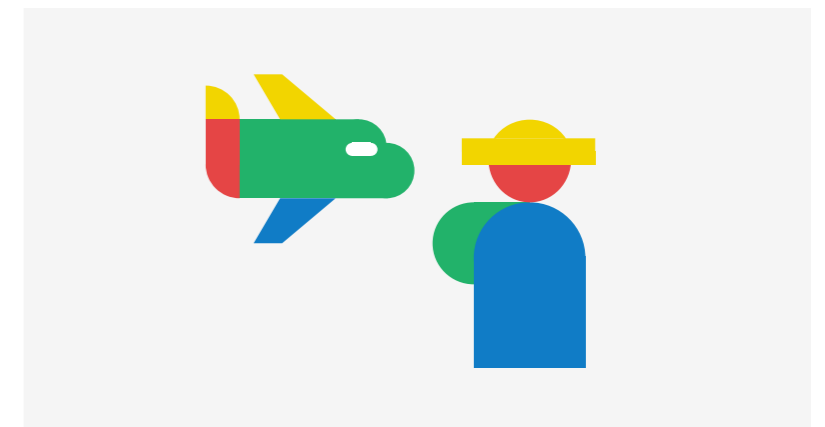
### Female Entrepreneurs Balancing Work and Child Care

Provides entrepreneurs and aspiring entrepreneurs hoping to have children in the future with mentoring opportunities from potential female role models.



### Parents and Children Looking to Continue Education

Provides children who are unable to attend schooling due to disaster or infectious diseases, and adults who hope to learn new skills with a place of learning online.

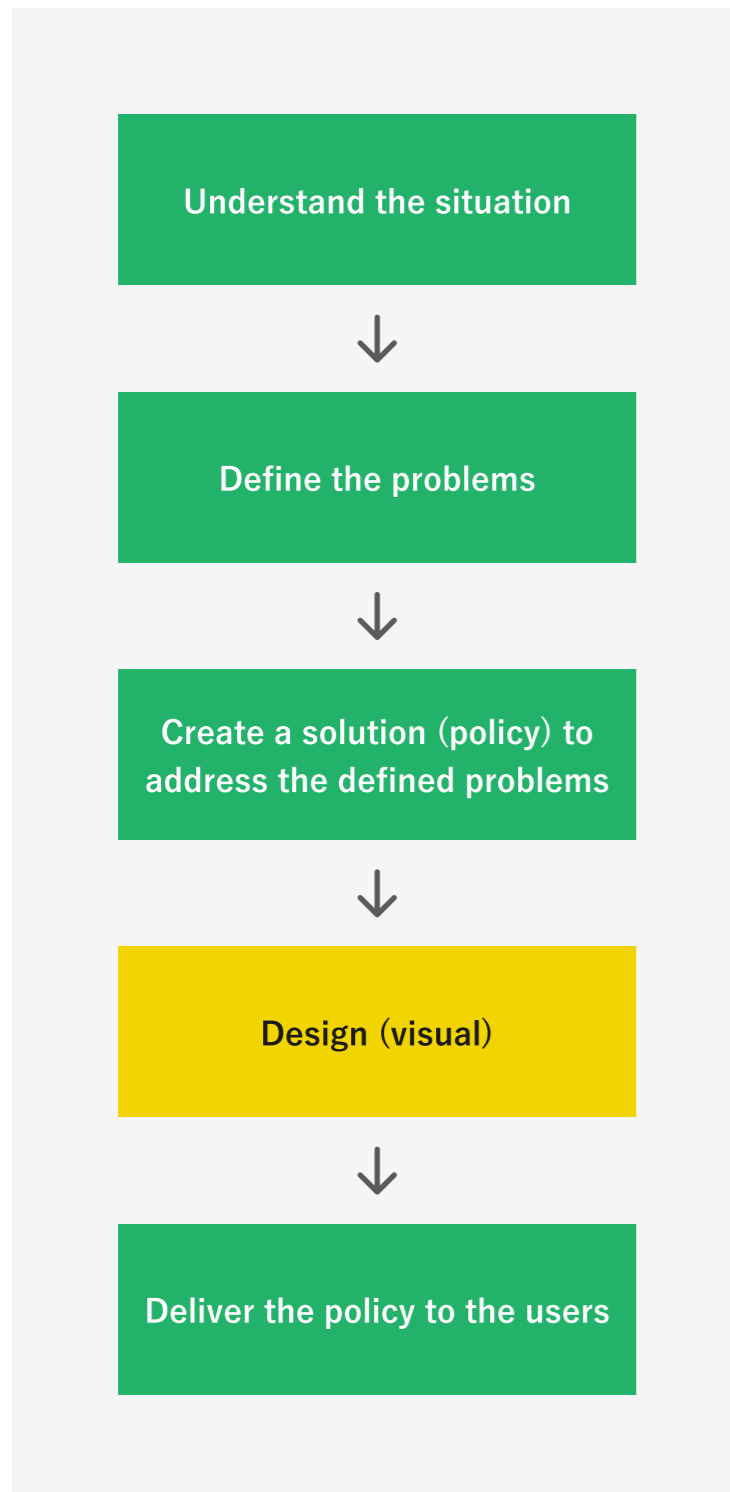


### Workers who Came to Japan from Overseas

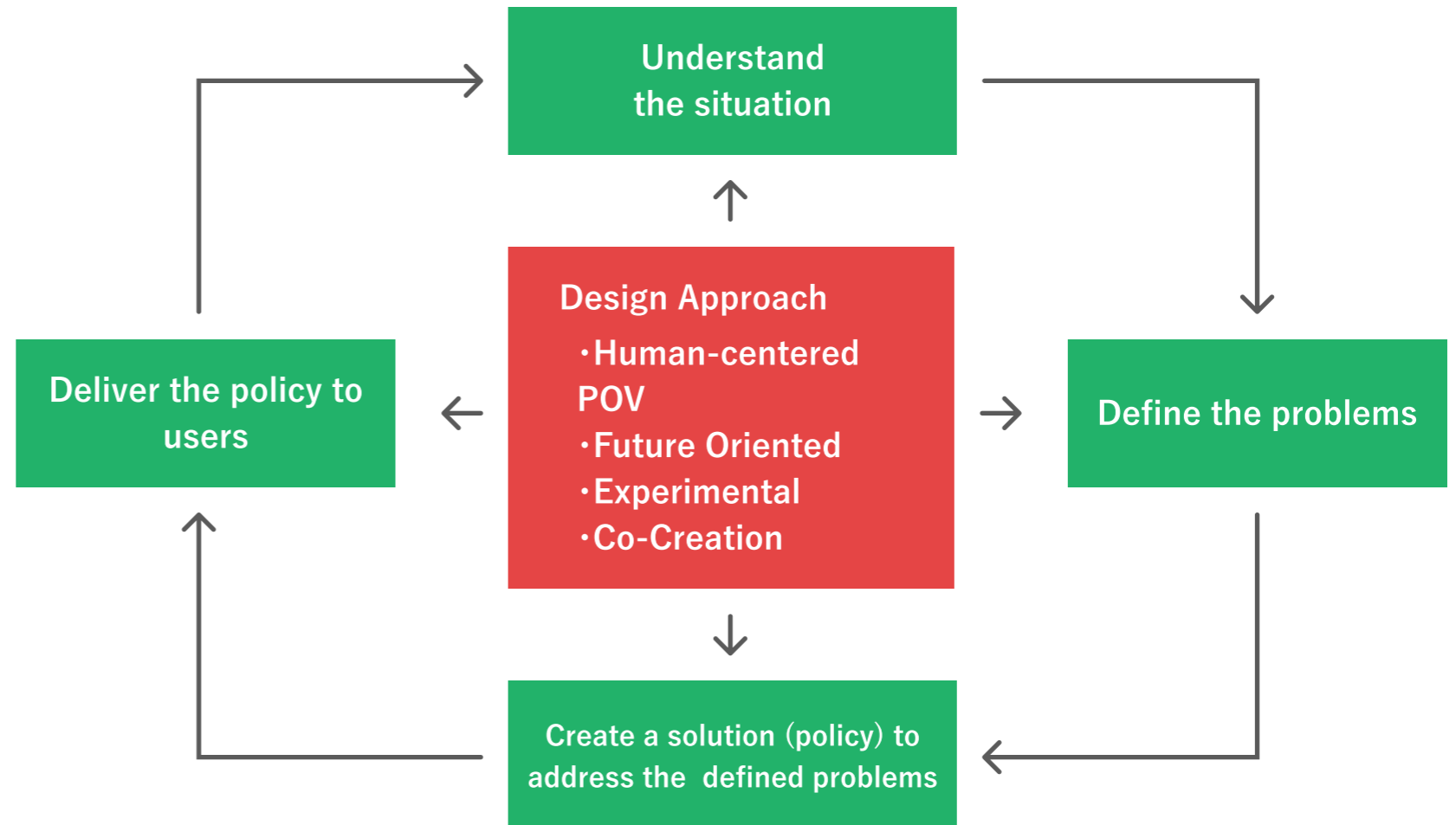
Provides online educational programs for foreign workers to learn language, history, and general education.

# 1-4. How will the policy creation process change?

## Traditional Policy Creation



## New Policy Creation (Policy Design)



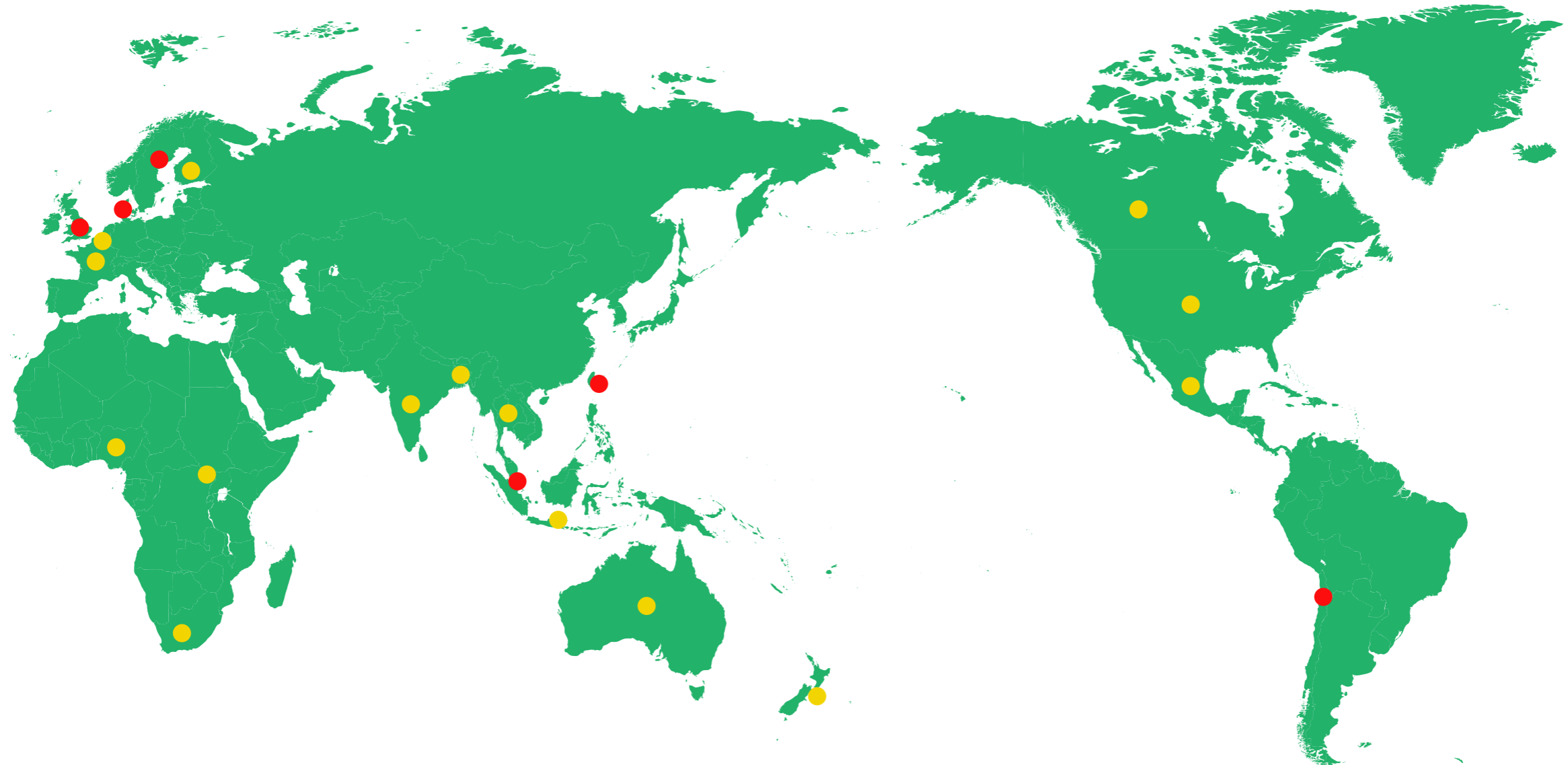
### Adding Empathy to Macro-Perspective Policy Creation

Until now, Japanese policy creation has been dominated by problems that have been defined via analysis from a macro-perspective. However, as society and the economy become increasingly complex, it more important than ever to utilize empathy to unearth the essential issues plaguing individual citizens.

### Listening to and Utilizing User Input in Every Step of the Process

Creating policies, delivering them to society, and having people actually use them. In policy design, we listen to and utilize user input in each step of the process. We believe that by repeating this cycle, we can create more empathetic policies that are tailored to the needs of each individual.

# 1-5. What regions have specialized policy design teams?



- **United Kingdom**
- **Sweden**
- **Denmark**
- Holland
- Finland
- France

- Uganda
- Nigeria
- South Africa

- **Taiwan**
- **Singapore**
- India
- Indonesia
- Thailand
- Bangladesh

- Australia
- New Zealand

- United States
- Canada
- Mexico
- **Chile**

\*Major regions with specialized organizations that promote policy design within government agencies. For this study, JAPAN+D conducted research in the regions highlighted by a red circle.



# 1-6. Are there any Japanese examples of policy design?

Policy design in Japan is just in the beginning phases. Although there are not many examples, the Japan Patent Office and the Ministry of Internal Affairs and Communications are working with designers from the private-sector to create greater convenience for users. In addition, some local governments, such as Saga prefecture, have begun to adopt a design approach.

## JPO Design-Driven Management Project

In 2018, the JPO launched a new project with the main objective of reviewing administrative services from their user's perspective. The Japan Patent Office (JPO) appointed a Chief Design Officer (CDO), and recruited approximately 70 government employees via an open call for participation to split their time with their regular work duties to assist on the project.

Led by the members of this project, a special website was created to assist small businesses that are unfamiliar with patent application to aid and assist in the process. In addition, "I-OPEN" was created to help companies and NPOs unfamiliar with how to utilize IP. In 2021, the JPO established its MVV (Mission, Vision, Values), aiming to transform itself into a user-oriented organization.



The website that helps those struggling in filing a patent application (top).  
The I-OPEN project supports companies in utilizing IP with the help of attorneys and other experts (bottom).

## MIC\* e-Gov Renewal

In 2020, the Ministry of Internal Affairs and Communications (MIC) worked to improve e-Gov, an administrative information service that centralizes electronic government applications. The service, which had been in operation for more than 10 years, had its operational flows tested and reorganized with actual users, and collaborated on with engineers from the private sector. By understanding and empathizing with users, the service itself along with its UX (user experience) were improved.

\*Currently run by the Digital Agency



The significant revamp of the web design lead to a 23% increase in digital applications received compared to before the renewal.

## Saga Prefecture's Saga Design

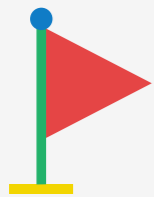
Launched and promoted by the prefectural governor in 2015. The project collaborates with designers and other creative specialists that are connected with Saga prefecture to, from planning to implementation, engage citizens and government employees alike with care. The project is building a system that will incorporate a design approach into each and every initiative.



The Saga Design team includes administrative staff as well as UI/UX talent. A system of breakthrough meetings was established as part of the policy-making process.

# 2-1. What are the leading examples of Policy Design?

The JAPAN+D project team conducted research on six regions that are promoting design approaches at the government level or within government agencies. This page and the following look in detail at the leading examples from countries like Denmark, the United Kingdom, Sweden; joining Japan in the Asian cultural region are Singapore and Taiwan, and from a different cultural perspective from Europe and Asia: Chile.



## Denmark Danish Design Center

Approval from the top level of government drives policy design



## Chile Government Laboratory

Civil servants and designers empathizing with and challenging each other



## United Kingdom Policy Lab

A diverse team of specialists find solutions to complicated problems



## Singapore Innovation Lab

Rather than looking for the “right” answer, just keep asking “Why?”



## Sweden Vinnova

The designer’s role is to align policy and practice



## Taiwan Taiwan Design Research Institute

Involving citizens in the design process, and creating policy together

## 2-2. Denmark

### A national design center practicing “human-centered” thinking with depth

When asked "who helps you when you need it the most?" Danish people will definitely reply "the government." The Danish Design Center (DDC) is deeply involved in creating policies that empathize closely with citizens. We interviewed the CEO of DDC, Christian Bayson, about their efforts.

#### Creating a training program with the OECD

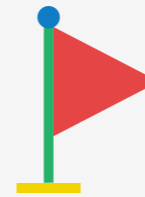
DDC is deeply involved in the development of Denmark's national strategy in two ways: first, through workshops and coaching to develop design approach specialists and leaders. Of particular note is the creation of training modules developed in collaboration with the OECD (Organization for Economic

Cooperation and Development) and partners around the world. These modules range from design approach basics to programs on building creative organizations and predicting the future.

The second is to support the creation of new innovation. In recent years, the focus has been on climate change, circular economy, ethical design in digitalization, and the promotion of well-being for young people.

Denmark is one of the most successful countries in incorporating design approaches into policy-making. The drive for this is approval at the top-level of government.

DDC drives policy-making using a design approach, but it would be difficult to do without government backing, says Bason. DDC has established a council organization that



Approval from the top level of government drives policy design

brings together the administrative vice-minister of each ministry. There, they have created a funding framework and agree on which policies to work on together.

#### From engineers to cultural anthropologists

DDC members are a diverse group of talent, including designers, engineers, and researchers in cultural anthropology, sociology, and behavioral psychology. The organization's strength lies in **having people with expertise in both innovation and design.** The organizational structure is also unique. For example, **they keep 40% of their human resources free** in order to be able to respond quickly to new agendas. The government, companies, as well as local municipalities, all have design rooted in their thinking in Denmark. They have design education



Christian Bason of DDC. He says that a human-centered approach can and should coexist with managerial and technical approaches.

in their public curriculum as well. At the heart of this is the idea of **"human-centeredness."** This refers to an empathic approach that deciphers people's actions, and the meaning and experience behind those actions. They have long emphasized the importance of human-centeredness in Denmark, but here it is understood and practiced at a deep level.

A non-profit organization founded in 1978. It is 50% owned by the Ministry of Business & Economy, the equivalent of Japan's Ministry of Economy, Trade and Industry.

## 2-3. United Kingdom

### Transforming public services with a “Learning by Doing” ethos

The Policy Lab was established to transform public services. It supports policy-making with a design approach that repeats a cycle of practice and reflection. It differs greatly from conventional policy making, in which sociologists inductively infer causality and economists create deductive hypotheses based on data.

#### “Strategic Design” is the focus

Policy Lab is an experimental institute established in 2014 under the government's reforming public service policy. The team started out with a small number of about 10 people and a very small budget, but now includes a large group of **talented people with diverse expertise** in sociology, cultural anthropology, music, graphic design,



Established in 2014 within the UK Cabinet Office. Policy Lab is transforming public services with the 3D's "digital, design, and data."

service design, industrial design, ethnography, spatial planning, and more.

An example of Policy Lab's work can be found in the "Preventing Homelessness" project, which was focused on reducing unemployment. Ethnography (a behavioral observation survey) was conducted with a homeless population that repeatedly lost jobs in a short period of time. The survey revealed they faced psychological insecurities and lacked a support network. The project has progressed so far as to establish a specialized team focused on creating an environment that makes it easier for people to speak up in situations where they are likely to become homeless.

To date, Policy Lab has been involved in more than 150 projects. In recent



**A diverse team of specialists find solutions to complicated problems**

years, they have been involved in large-scale projects, such as working with the United Nations, and the demand for their services is increasing.

Policy Lab works on strategic design for organizational change, policy-making, and other issues. Government organizations contact Policy Lab to collaborate on policy development. Because Policy Lab often **participates in short-term projects and at the early stages of policy development**, while they seek out insights through user ethnography and other methods, they rarely are involved in the final output.

#### The cycle of practice and reflection

Since 2014, a number of ministries in the UK have set up experimental organizations in policy-making. On the other hand, Camilla Buchanan, co-chair of Policy Lab, points out that the



The "Preventing Homelessness" project experimented with a variety of ideas that were born from user observations.

"Learning by Doing" process of policy-making through practice should be more widespread. When making national policy, it's inherently difficult to repeat experimental approaches to policy-making. However, given that the social issues of today are becoming increasingly complex, organizations specializing in policy design will be called upon to repeat the process of practice and reflection to create new solutions.

## 2-4. Sweden

### Designing systems that adapt to advancements in technology

Vinnova, the Swedish government's innovation system agency, supports a variety of domestic innovation-generating activities. What are the keys to the future of government? "Adaptability," says Dan Hill, the agency's Director of Strategic Design.

#### Aligning policy and practice

Vinnova, which heads innovation policy in Sweden, is working on projects to design a sustainably developed society in a variety of genres from mobility to food. As the agency's Strategic Design Director, Dan Hill is involved in policy-making.



Established in 2001. In addition to using a design approach to drive innovative policy, it also invests in startups and other businesses.

Hill has worked as a designer on a wide variety of projects ranging from cellular phone design to the Google for Startups campus, and even landscape design in Amsterdam and Sydney. Hill describes the significance of having a designer at Vinnova as "**aligning policy with practice.**" Policy is further refined and improved by ideas drawn from practice. Direction should be determined based on abstract ideas, and improved through repeated experimentation involving actual stakeholders. Hill points out that it is important to make a clear distinction between the two in order to ensure that policies do not end up as empty theories that never leave the desk.



The designer's role is to align policy and practice

#### Respecting "ambiguity"

Vinnova incorporates a design approach in policy-making. Hill lists three of its characteristics: the first is to retain and respect "**ambiguity.**" Even if you don't have a clear solution in mind, sketch, prototype, and repeat to find the necessary clues. The second is "**integrative thinking.**" Current social problems have various causes that are all intertwined. The ability to find and integrate the connections in complex, interlaced information while cooperating with diverse team members, is a must.

The third is "**stewardship.**" The designer has to see the process through to the end, just like an architect will visit a construction site many times over. By doing so, they ensure that the policy they



Vinnova develops and publicizes policies through workshops with diverse experts and citizens.

created and the policy put into practice are one and the same.

Hill believes that the keyword for the future of public administration is "**adaptability.**" Advances in technology change the way people live, and cities and governments must adapt in time. Vinnova's role is to prepare systems that can adapt to these advances and lead government down the road of transformation.

## 2-5. Chile

### Creating public innovation with the “spirit of empathy”

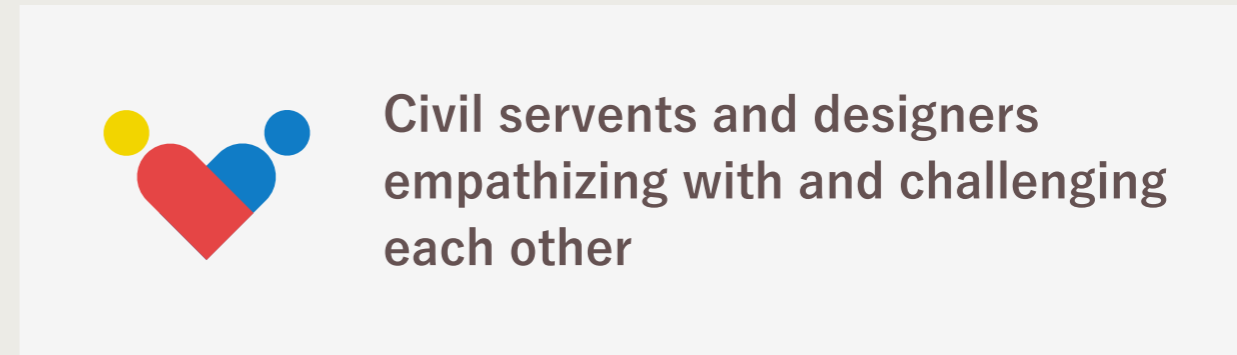
The Laboratorio de Gobierno (Government Lab) is at the center of innovation generating policy-making in Chile. Although a strong relationship with the government is required, its position is non-political. Therefore, the organization can continue to operate even after changes in government.

#### An organization aiming for business results

Government Lab (Laboratorio de Gobierno) is an organization dedicated to the creation of innovation, operating under the Chilean Ministry of Finance. While most innovation centers cease activities after a few years, the fact that Government Lab is positioned at the center of the government ensures its continued activity.

At its inception, it focused on marketing activities, such as running

open contests and events, but has since shifted its methodology in order to address more important issues. By adopting a design methodology, it has been able to achieve de-centralization. Currently, Government Lab focuses on three areas: **agile consulting, public innovation networks, and indexing.** Through repeated quick improvements, it has created methodology that moves projects quickly down the pipeline, and has been able to decentralize innovation by systematizing learning via a network of innovators across the country. It uses a self-created index to measure organizational effectiveness. Government Lab is also committed to **creating results within their allotted budget.** The organization believes that government innovation policies must also always move money in the way businesses do. As the organization's



founder, Roman Yosif, comes from the investment department of a Swiss bank, the organization is driven by the belief that the government's **actions themselves should be progressive,** rather than spending heavily on innovation policy.

#### Even caring about what members are wearing

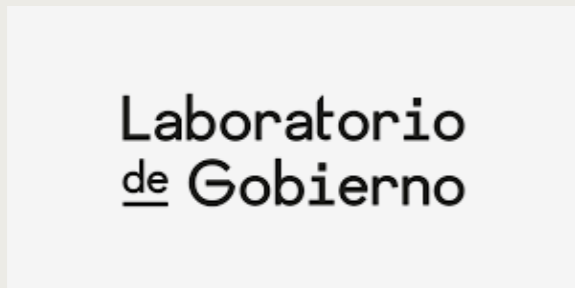
To date, Government Lab has worked on serious social issues specific to South America that have garnered particular attention, such as poverty and sex crimes. The organization has a staff of 28 people with a diverse mix of careers, including designers. Government Lab emphasizes **the philosophy of empathy.** Since both public officials and lab members work together, they respect each other's attitudes, and thusly are able to see issues from a variety of perspectives to find new clues in solving problems.



Government Lab has a network that connects roughly 20,000 innovators throughout Chile.

Careful attention is paid to the atmosphere of the lab and the members' attire, ensuring **an environment that is friendly to both public servants and designers.**

In Chile, the government structure changes drastically when the administration changes. For this reason, there is a culture of taking bold action without a fear of failure. For Chileans, innovation means **having fun** and breaking apart the existing system. There is a growing momentum for public innovation throughout South America, including Mexico and Colombia.



Launched in 2015. The lab is made up of a mixed team including ministry staff, providing consultancy to all government agencies.

## 2-6. Singapore

### Innovation Lab is the hub of policy-making in every agency

The Innovation Lab, located under the Singapore's Prime Minister's Office, is an organization that serves as a hub for design policy projects. In Singapore, nearly every ministry and agency has their own innovation lab, numbering at more than 70 in total. The government is working on policy design across the board.

#### Designer-specific skills not required

Singapore's Innovation Lab is involved in many national projects. Representative initiatives include the launches of LifeSG, a portal site for government services, and the Public Service Center. The former is a major project serving as a pillar of the "Smart Nation Strategy," a national initiative using digital technology. The latter is a physical center that provides one-stop access to multiple



The Innovation Lab is housed in the Public Service Division in the Prime Minister's Office. The website states, "People are our greatest asset."

administrative services. Both projects have brought great convenience to the lives of Singaporean citizens.

What the Innovation Lab values most in formulating and implementing these policies is what lives at the heart of design: "human-centeredness." Two of the seven members of the lab are designers. The others are experts in data analysis and project management.

On the other hand, design lead Linyou Teo says that while it is necessary to have design experts on the team, policy design does not require designer-specific skills. Members without design knowledge or experience will gradually understand the underlying meaning and value of design and develop a design approach while working with the team, he says.



Rather than looking for the "right" answer, just keep asking "Why?"

#### Understanding the user's perspective

Teo believes that what has been lacking in policy-making to date is "asking why." At the heart of education in Singapore remains the old-fashioned idea of always chasing the "right" answer. Members of government have not adapted to the rapid social changes that have occurred over the past few decades, and as a result, it has become difficult for them to understand the needs of the users of their policies, he says. To create quality policies, government officials must understand citizens and businesses more deeply and give them more opportunities to be involved in policy-making, Teo says. Citizens, businesses, politicians, and government officials all have the same goal: contributing to people's well-being. What differs is their



The Public Service Center also has an "eLobby" with 24-hour access to the services of seven major government agencies.

position and how they try to achieve it, says Teo. The role of the Innovation Lab is to grasp these differences while understanding the position of users (the citizens using policies), leading to integrated policy-making. The key to this is to always keep asking the ultimate design question: "why?"

## 2-7. Taiwan

### The Taiwan Design Research Institute collaborating with media to bring in internal and external stakeholders

The Taiwan Design Research Institute (TDRI) plays a central role in policy design in Taiwan. TDRI received awards for its school campus renovation project. Since then, they have worked to spread the effectiveness of design to government and citizens alike.

#### An open organization creating change

TDRI is a semi-private, semi-public organization with a diverse workforce that includes designers, finance professionals, and engineers.

One of TDRI's signature initiatives is the "Design Movement on Campus" project, which renovated school environments throughout the country.

In this project, schools selected through an open invitation worked

with TDRI to renovate their schools. The main actors were not TDRI's designers, but teachers and students. After a lecture on design, teachers and students discuss what kind of design was needed through workshops organized by TDRI, and created a renovation plan. The process was not limited to just the renovation of the school buildings, but the process itself was a learning opportunity for the students to develop their aesthetic sense.

#### Project recorded on video and photograph

An interesting aspect of this project was the way it collaborated with the media. The editor-in-chief of a highly influential media outlet participated in the project as a long-term partner.



Involving citizens in the design process, and creating policy together

Interviews were conducted with faculty members and the presidents of the schools, and much emphasis was placed on documenting the project through video and photograph. The result was a tangible difference between the past and the present, and these changes occurred both inside and outside the organization.

One of the benefits of working on the campus infrastructure for the first project was the visible contribution that the designers made, according to TDRI Project Manager Shao-Hung Cheng. The potential of the design approach was recognized by the Ministry of Education and it was incorporated into their own policy-making. As a result, resources dedicated to design have tripled in the past three years. On the other hand, TDRI has come to see the intrinsic value of design as meaning for policy-making in any institution.



In the "Design Movement on Campus" project, teachers and students were involved in the renovation plans and collaborated with TDRI.

The success of these projects is also due in part to top-down decision-making: when TDRI was first established, public sector projects in Taiwan tended to be heavily constrained and were shunned by designers. TDRI worked to establish top-down rules that facilitated the collaboration of designers. Since then, projects have been able to progress from a waterfall approach to an agile and incremental approach.



Established in Taipei in 2004 as the "Taiwan Design Center." Reorganized and renamed the "Taiwan Design Research Institute" in 2020.



# 3-1. How are different regions implementing design policy?

JAPAN+D examined six different regions. JAPAN+D is taking on the challenge of combining the best parts of these regions and developing them in Japan at speed.

## ① Researching and learning from other countries



Chile

**Presumption:** Design is implemented from a top-down approach.

**Implementation Strategy:** Learn from leading cases from other countries and implement them in a top-down manner.

**Challenge for JAPAN+D:** Build a network with overseas policy design experts to gain knowledge. Develop domestic capabilities by learning from project successes and failures in other countries.

## ② Accumulate Success Stories



Singapore



Taiwan

**Presumption:** The value of design is felt by one organization, and design projects spread from there.

**Implementation Strategy:** By creating successful examples, other organizations will recognize the value of design and will become easy to engage.

**Challenge for JAPAN+D:** Create successful examples of policy design projects. Disseminate this information and create user empathy.

## ③ Widespread Promotion, All at Once



Denmark



United Kingdom

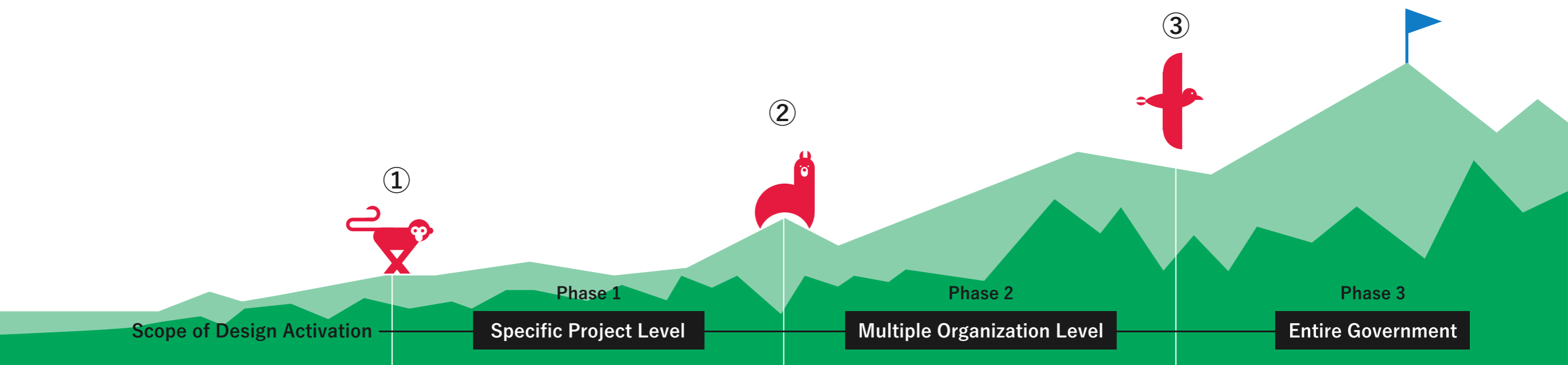


Sweden

**Presumption:** An understanding of the meaning of design and its value in the broadest sense is felt by the entire population through public education.

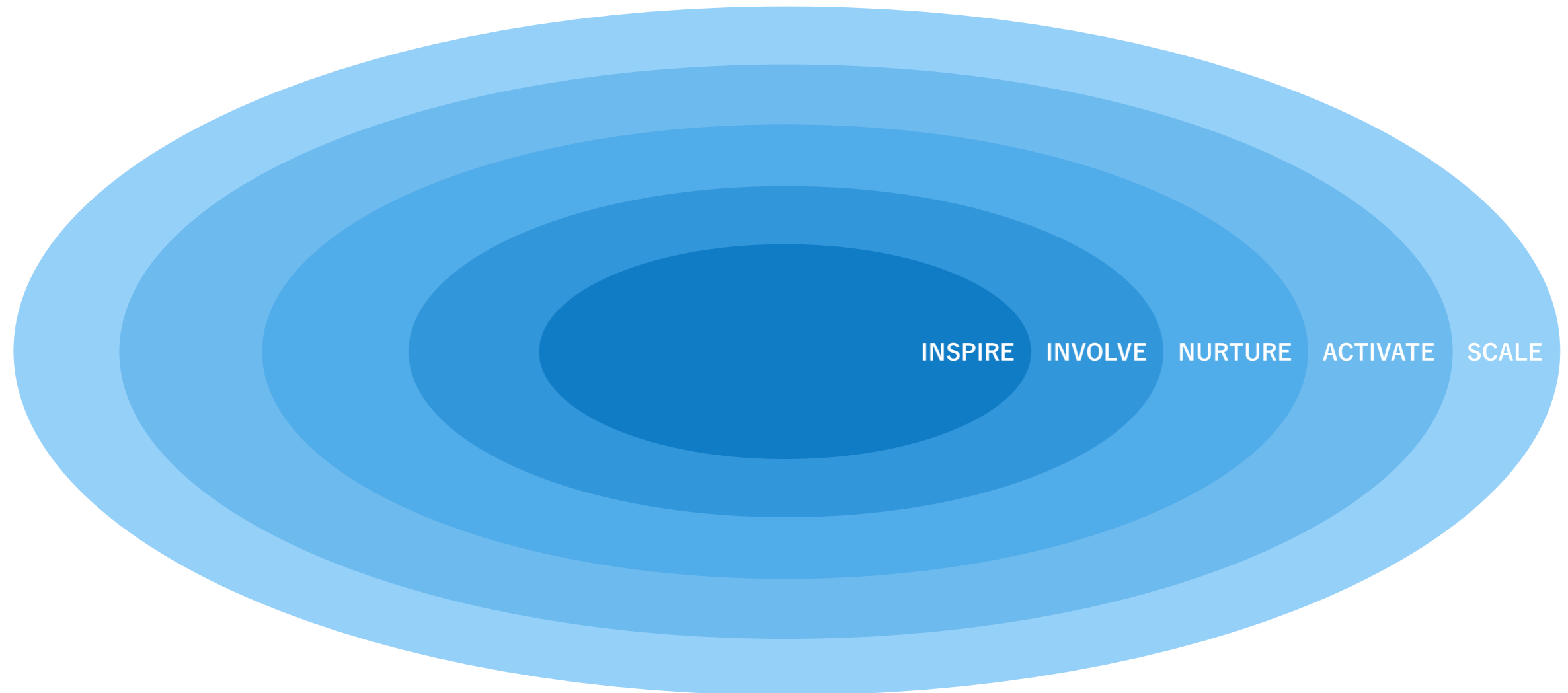
**Implementation Strategy:** Incorporate a project-based design approach through a government-approved professional organization.

**Challenge for JAPAN+D:** To create a government-approved organization specializing in policy design. Additionally, establish a system that can implement policy design projects.



## 3-2. What is the implementation process?

Where should policy design begin? We created this image based on our research. For organizations with many people who understand the design approach, it is not always necessary to start at the beginning of this process.



### 1. INSPIRE

A small group of members learn about the value of the design approach and begin to communicate that value to other members and the organization as a whole.

### 2. INVOLVE

To accelerate policy design, involvement and collaboration of new stakeholders, including external talent and partnerships with other organizations, is sparked.

### 3. NURTURE

Successful policy design experiences are shared with other members. Members learn to practice policy design and encourage the use of a design approach.

### 4. ACTIVATE

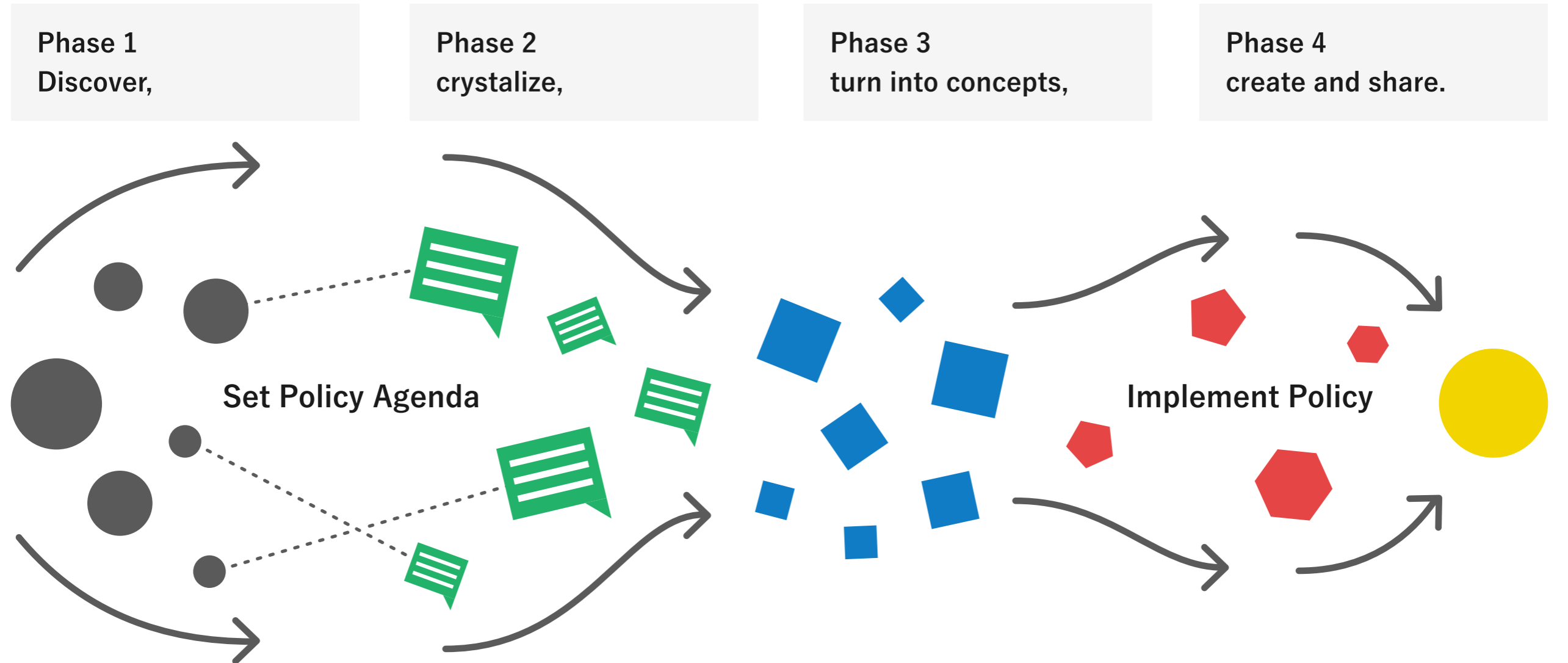
New members who have learned the design approach practice policy design. Recognition of the power of the design approach spreads.

### 5. SCALE

Through understanding and practical experience, policy design becomes an established process throughout the organization, and its positive impact grows exponentially.

# 3-3. What is the key to advancing the design approach?

Empathize with each user and delve deeply into their needs. The key is to test the ideas gained from this process on users and implement them in society while repeatedly making improvements.



## Start with discomfort and doubt

Instead of looking for answer to issues that have already been set, start by asking questions based on the discomfort or doubt felt by staff members.

## Look from the perspective of individuals

Rather than formulating and verifying hypotheses to solve social issues from a macro perspective, we take on the perspective of individual users we aim to help and dive deeply into their specific issues and needs.

## Co-creation with users

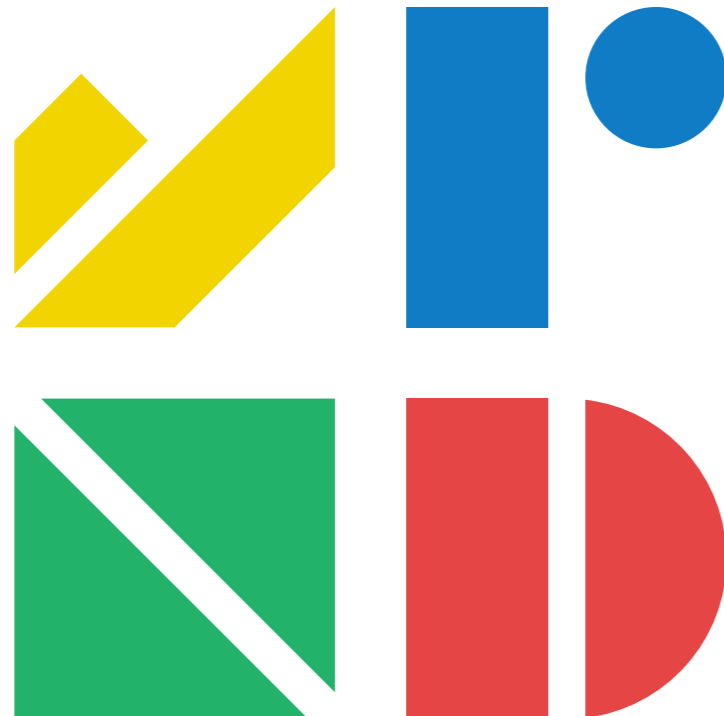
Rather than formulating and implementing policies inside the government or with a few experts only, ideas are conceived and conceptualized together with actual users.

## Test and improve

Have users try out prototypes (prototypes of services), and then use the feedback received to further refine the prototypes to be implemented.

# 4-1. The future JAPAN+D hopes to create

JAPAN+D has established the following mission (the ideal society we aspire for) and values (our action guidelines).



## Mission

To incorporate a design approach into Japan's administration to realize citizen-friendly, more thoughtful government policy.



## Values


























- Explore** We expand beyond conventional frames and explore issues from a future-oriented perspective
- Question** We formulate essential questions through in-depth user research
- Co-Create** We respect diverse values to co-create with our colleagues and partners
- Improve** We proactively challenge new improvements, even when the issues cross ministry boundaries
- Implement** We create and deliver policies that empathize with each citizen

# 4-2. JAPAN+D Members

In March 2022, the "JAPAN+D Project" was launched by forming a team of volunteer METI employees in their 20s and 30s. The team will be expanded beyond METI to include members from other ministries and agencies. We will also accelerate our activities through the creation of communities that are active in a variety of areas.

## Project Members

\*In alphabetical order

- |   |   |  |   |  |
|---|---|--|---|--|
|  <p><b>Fumiaki Ebihara</b><br/>#sky #humantalent #artstudents</p>                                      |  <p><b>Dai Habata</b><br/>#design #local #expo #camp</p>   |  <p><b>Eriko Hanntani</b><br/>#design #fukushima #regional #researchanddevelopment #diversity</p> |  <p><b>Aya Hanzawa</b><br/>#design #artstudents #global</p>  |  <p><b>Takashi Harada</b><br/>#design #intellectualproperty</p>   |
|  <p><b>Hiroshi Harakawa</b><br/>#productdesign #designrights #policydesign #artstudents</p>            |  <p><b>Naoki Hashimoto</b><br/>#design #intellectualproperty #socialinnovation #cooljapan</p>                        |  <p><b>Daisuke Hirota</b><br/>#agilepolicycreation? #designingpolicyresearch #reiwakiheitai</p>   |  <p><b>Yuji Iida</b><br/>#workstylereform #teaming</p>   |  <p><b>Waka Itagaki</b><br/>#socialinnovation #DX #global #mirasapoplus</p>   |
|  <p><b>Takuya Kikuchi</b><br/>#design #art #humantalent #intellectualproperty #interdisciplinary</p>  |  <p><b>Ryosei Mizuguchi</b><br/>#design #artstudents #publicrelations #scienceandtechnology #worldexpo #startup</p> |  <p><b>Yuka Nakagawa</b><br/>#design #happy #human #diversity</p>                                |  <p><b>Shingo Nakano</b><br/>#operationalreform #solingsocialproblems #policycreationbreakthrough</p> |  <p><b>Atsuko Nishigaki</b><br/>#design #diversity #intellectualproperty #worklifebalance</p>                          |
|  <p><b>Kazuki Numamoto</b><br/>#design #innovation #airmobility #education #organdpersonality</p>    |  <p><b>Kyuichiro Sano</b><br/>#digital #operationalreform #web3.0 #innovation #DJ #ILoveToyama</p>                 |  <p><b>Kenjiro Taniguchi</b><br/>#policydesign #policyinnovation #cocreation</p>                |  <p><b>Arisa Toujou</b><br/>#newperspective #promotingexcitement #smallbusiness</p>                  |  <p><b>Saki Uchida</b><br/>#hiringandorganizationaldevelopment #empoweringwomen #global #bridgingpublicandprivate</p> |
|  <p><b>Tatsuro Utsugi</b><br/>#value #valuedesign #rennaissancesociety #startingfromme #humanity</p> |  <p><b>Ryo Watanabe</b><br/>#operationalreform #internationalcooperation #smallbusiness</p>                        |  <p><b>Yudai Yanagi</b><br/>#workwithexcitement #intellectualproperty</p>                       |  <p><b>Hiroki Yoshida</b><br/>#govtech #architecture #servicedesign</p>                              |  <p><b>Yasuhiro Yoshikawa</b><br/>#circulareconomy #reiwa #energyconservation #smallbusinesswhitepaper</p>            |

## Community

\*In alphabetical order

- |  |  |  |   |  |
|--|--|--|---|--|
|  <p><b>Takashi Asanuma</b><br/>#contributor #digitalagency #design #digital</p> |  <p><b>Fumiko Ichikawa</b><br/>#contributor #RE:PUBLIC #design #local</p> |  <p><b>Shunsuke Ishikawa</b><br/>#partner #KESIKI #design #innovation</p> |  <p><b>Masahiro Kunieda</b><br/>#partner #KESIKI #design #meaningfulness</p> |  <p><b>Takao Kunori</b><br/>#partner #KESIKI #design #narrative</p> |
|  <p><b>Chika Masuda</b><br/>#partner #AIS #design #research</p>                 |  <p><b>Sean McKelvey</b><br/>#partner #KESIKI #design #human-centered</p> |  <p><b>Kinya Tagawa</b><br/>#contributor #Takram #design #engineering</p> |   |  |

## 4-3. JAPAN+D's actions

JAPAN+D aims to realize citizen-friendly policies through "policy making," "organization building," and "building a network."

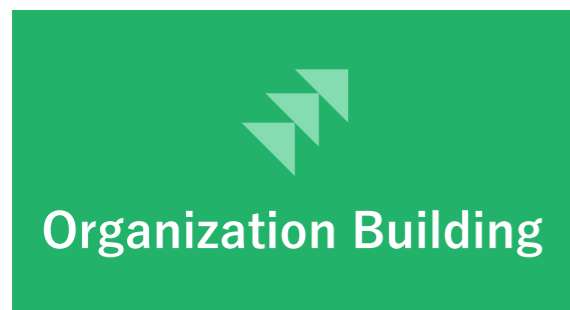


### Introducing New Policy-Making Processes

- We challenge ourselves to introduce design approach methods into the policy-making process to realize thoughtful policies

### Accumulating and Sharing Knowledge

- We accumulate, disseminate, and share the knowledge and experience gained through practice throughout our organization



### Establishing a Policy Design Implementation Team

- To promote the introduction of a design approach into policy, we will establish a cross-sectional organization by recruiting motivated members within the Ministry

### Appointing External Personnel to Support the Introduction of Design

- We will appoint external design personnel to the Ministry who can engage in dialogue, and help introduce a design approach into policy making

### Implementing Policy Design Education

- We will introduce educational programs to cultivate government officials who can empathize with diverse perspectives and understand how to implement a design approach into policy-making and policy-delivery processes

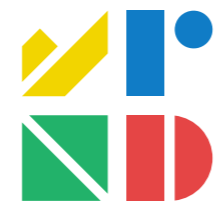


### Making Partnerships Domestically

- We will formulate and expand a community of designers, companies, local governments, and ministries interested in introducing design approaches into government, and create new Japanese policy-making and policy-delivery processes

### Making Partnerships Overseas

- We will build relationships with overseas governments and institutions involved in policy design to share knowledge and experience with these organizations from around the world that are taking on the challenge of policy design



JAPAN+D